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# VASS UK Study Trip 2014

Report

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**COMMUNITY**  
*is the answer*



This report was prepared by:

- Tess Casey, VASS CEO
- John Grant, VASS President, Skillwise
- Lynda Millington, Interactionz
- Janelle Fisher, Interactionz
- Fern Ryan, Te Awamutu Residential Trust
- Angela Meyrick, Progress to Health

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# Community is the Answer Conference

## 9-11 June

### Glasgow, Scotland

The conference was organised by the International Association of Community Development (IACD) and the Community Learning and Development (CLD) Standards Council of Scotland. It was held at the very old and picturesque University of Glasgow. Over 460 participants from 34 countries took part in the conference over three days.



*The NZ delegation was made up of 13 people from a variety of sectors. Our common thread was a connection with Inspiring Communities but many of us had not met each other before.*

The three themes of the Conference were Health, Wealth and Power and each day focused on one of the themes. There was a mix of keynote speakers, workshops and field visits. It was interesting to hear presentations from around the world and from people with a variety of perspectives, from academics to practitioners and government officials.

## Health

Most of the keynote addresses and workshops focused on health in relation to personal and community well-being, rather than discussing it from a purely medical perspective. Well-being was described as a complex system and there was recognition that only concentrating efforts on fixing the symptoms of poor health was not achieving the desired results.

In setting the scene for the day, Stuart Murdoch (Chair of the Conference Committee), said that we need to move away from curative systems, which 'feed the beast' and keep contracting services for services' sake, and invest in preventative measures through sustainable community initiatives.

People need to decide for themselves – our role is to support understanding and build society with people not for them.

## Sir Harry Burns: Community and Wellbeing

The opening keynote address of the conference was delivered by Sir Harry Burns, Chief Medical Officer of Scotland and Professor of Global Public Health at Strathclyde University in Glasgow.

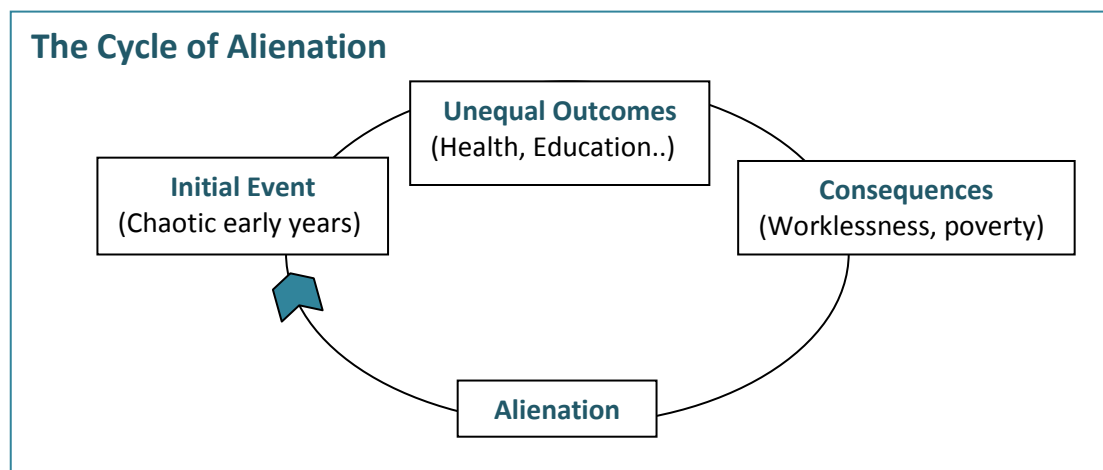
He spoke about complexity and the difficulty in determining what works and why. One of the examples he gave was trying to understand what was behind the decline of coronary heart disease in Finland and Scotland. Both countries had clear initiatives to address this public health issue but used very different approaches. Finland used legislative interventions to control diets (e.g. taxing high sugar foods) while Scotland did not address the issue of diet at all. Their approach centred around education and encouraging GPs to discuss coronary heart disease with their patients. Relationships create community, which Sir Harry sees as integral to personal and community well-being.

### Three Levels of Resilience

<b>Personal Attributes</b>	being positive
<b>Family</b>	close bonds and stability from at least one family member
<b>Community</b>	connection and meaning (particularly peer support)

*Emmy Werner*

The social and physical environment must be comprehensible, manageable and meaningful or individuals will experience chronic stress (Aaron Antonovsky).



Institutions (e.g. government) have reached the limit of their problem solving potential and need to turn to co-production and working with people and communities. They need to see themselves as servants and ask what people need and listen to the answers. People need to be given control and be active rather than seen as recipients.

We don't necessarily need great, organised change. 100 small things that work can have the same effect.

## Professor Cam Donaldson: Health Economics

Cam holds the Yunus Chair in Social Business and Health at Glasgow Caledonian University. Since taking up the Chair in 2010 his main focus has been in assessing the impacts of microcredit and social business on health and well-being.

How do we get to the causes of the causes?

- By offering people connectedness, purposefulness and hope

Social Enterprise is a way of building social and economic capital. It engages people in an enterprise and benefits both individuals and communities.

We need to be more concerned with scaling up ideas, rather than the size of organisations.

### Day One Key Messages

- Humanise services
- Personalise
- Be aware of 'feeding the beast'
- Co-production – develop person-driven services

To view the presentations from Day One please go to:  
<http://www.communityistheanswer.org/health-day-1>

## Wealth

Day Two focused on the theme of Wealth and how we cultivate and harness the human, social, cultural, physical and financial wealth of our communities. There were a wide variety of perspectives shared in the day's keynote addresses and workshops. These were often hotly debated and included:

- Money is a medium of exchange, not an end in itself.
- Is money entering people's lives in ways that they can use it?
- Community infrastructure does not define 'community' – relationships do.
- We live in a community, not an economy, yet all our systems focus on how we exist in the economy. We are defined by how much we consume, not how much we contribute.

### Derek Mackay, Minister for Local Government and Planning, Scotland

The opening address for Day Two was delivered by Derek Mackay, who spoke about how the Scottish Government is building wealth by empowering communities.

The regeneration of East Glasgow for the Commonwealth Games was an example of this. A number of facilities, including the Athletes' Village, have been built in and around Dalmarnock, one of the most deprived areas of Glasgow. This has involved the demolition of derelict and run-down buildings and houses. Efforts have been made to re-house people within their own communities. The Athletes' Village houses will be sold at affordable prices to encourage local people to buy them and some will be kept for social housing. Local businesses have been involved in the building and construction projects, and an estimated 6,000 jobs have been created.



Mr Mackay outlined a number of ways that governments can create the conditions where local communities can flourish. These include asset transfer (where government hands over the ownership and management of buildings and facilities to local communities) and participatory budgeting, which gives people the opportunity to vote on what projects they want funded in their communities.

He observed that resourcing often goes to infrastructure rather than directly to communities, and we need to question whose wealth we are really growing. He does not believe that funding constant projects has any sustainable impact and that governments need to look at their procurement practices.

For another perspective on the **East Glasgow Regeneration** go to the link below. This article also mentions the closing of a disability support service and the impact this has had on one family.  
<http://www.theguardian.com/sport/2014/aug/01/commonwealth-games-glasgow-east-end-legacy>

## Other Gems...

### Asset Based Community Development

We need to ask:

- Who are our target customers?
- What would they want? (It might not be what we think)
- What do we have that we can connect?

We don't always recognise our assets.



### Community Foundations

What are they?

- Not-for-profit managed endowment funds
- Grant funds back to a community
- A community savings account
- Can mobilise resources to meet community need
- Governed by a Board that represents the community
- Has short term and long term goals.

### Micro-savings

A number of presenters referred to the Micro-savings Revolution. This is a community-led movement which has evolved in response to the large number of people who cannot access credit through financial institutions. It is about encouraging people to save small amounts of money from their weekly budget. These savings can be self-managed or pooled with savings from other individuals/families. Peer support is important to help people maintain their savings goals.

To read more about it see this article from the New York Times:  
<http://www.nytimes.com/2009/12/31/opinion/31kristof.html? r=0>

The **Day Two Summary** can be viewed on:  
<http://www.communityistheanswer.org/wealth-day-2>

# Power

The final day of the conference focused on the theme of Power. The addresses and break-out sessions explored issues around governance, citizenship and collective action.

## Margaret Wheatley

A highlight for many was the keynote address by Margaret Wheatley. She spoke about the challenges we face in trying to create change.

After working with a variety of organisations and governments over the years Margaret has come to the conclusion that it is not possible to change an existing system or culture. She believes that we have to start anew. Emergent phenomena cannot be transformed by working backwards or tinkering with different parts.

Instead we must 'hospice the old while we simultaneously midwife the new'.

In doing this we need to accept uncertainty and be comfortable with debate. Pre-determining or being too invested in a particular outcome leads to fear of failure or being wrong. We then run the risk of creating poor solutions.

### Emergent Phenomena cannot be transformed



*For example...  
A chocolate chip cookie cannot be transformed by adding flour to it after it is baked.*

Margaret also spoke about perseverance and the personal toll that working in a changing and often hostile time can have on us. She reminded us to:

- Pay attention to relationships
- Avoid polarising dynamics and blaming the times
- Remember why we do our work
- Reclaim time to think
- Take time to reflect on the big picture
- Keep a sense of humour.

## Day Three Key Messages

- People need to be actors not recipients in their own lives
- Power imbalances can work against co-design and co-production
- We need to organise ourselves to work together and remember that it takes time to build relationships, trust and understanding across sectors.

<http://www.communityistheanswer.org/power-day-3>

# Conversations and Debates



The conference allowed plenty of time for discussion and debate, and with delegates from so many countries and from a wide variety of professions and organisations (government, academia and community) there was a wide range of differing perspectives.

These are some of the topics that we found particularly relevant.

## The Role of Government

There was increasing awareness at the Conference that if community-led development is to thrive then governments must think and act differently. For communities to be empowered to find their own solutions then governments need to consider their role as that of stewards, rather than market leaders, and co-producers rather than policy makers.

A number of speakers highlighted this:

### 1. Institutions are servants (Sir Harry Burns)

- Ask what people need, listen and co-create
- Work to create purpose and meaning for people
- Focus on education and prevention, rather than cure.

### 2. State is the Steward (Vikram Patel)

- We are richly resourced when we focus on people and community rather than lack of money
- Provide services where people are
- The State is not absent in Community –led development initiatives.

### 3. Government needs to create the conditions where local communities can flourish (Derek Mackay)

#### An Example from Scotland: The Joint Improvement Team (JIT)

JIT is a strategic improvement partnership between the Scottish Government, NHS, Local Government agencies and the Third Sector. They are governed by a Partnership Board and their work focuses on:

- Knowledge exchange
- Development and improvement capacity
- Direct, practical support

Their vision includes an integrated health and social care environment which focuses on prevention, anticipation and supported self-management. They work with partnerships across Scotland to help them shift their culture. While they are funded by government but are not a government department.

For more information go to:  
[www.jitScotland.org.uk](http://www.jitScotland.org.uk)



## Outcomes and Evidence

The value of an outcomes focus and the place of evidence were often debated during the conference. While evidence was seen as having a place, it was also viewed as having the potential to discourage innovation and make community practice overly academic.

It was argued that there is too much emphasis on *Evidence-based Practice* and not enough emphasis on *Practice-based Evidence*.

Some speakers spoke strongly against the increasing emphasis on evidence.

*“Evidence based thinking is a sham. Decisions are usually based on personal preference and politics.”*

Margaret Wheatley

Other speakers felt that access to good data gave not-for-profit organisations the power to make their own case. They argued that data was a new currency and should be available to all parties so that we can ask the questions that inform community development. Real value is added when different data sets are layered and we see different patterns emerge. (Don Hinkle-Brown.)

There was similar debate about the widespread focus on outcomes. This largely came down to how an outcomes focus was being used and interpreted by funders. Outcomes were being seen as deliverables. In this context they narrowed the focus of initiatives, risked limiting their success and created a fear of failure. This in turn limited learning and understanding of what works.

It was widely agreed that Community Development is about process not product.

### Whose Outcomes?

It was also argued that in too many cases outcomes were being determined by funders and organisations, rather than communities and individuals.

## The Kiwi Way

Being away from home with colleagues from a variety of different organisations (including schools, universities, community development and social services) gave us a broad base from which to compare notes. All the Kiwis got together at the end of the conference and shared their observations.

One of the things that we all noted was that we have a definite Kiwi Way. The No.8 Wire attitude is alive and well in the community sector:

- We are very practically focused, and like to know how and why something works rather than the theory behind it.
- We are not overly concerned about colouring within the lines. We don't strictly adhere to models, and are more inclined to pinch a bit from here and there and apply it our own situation.
- Perhaps because of this we don't seem to have the strong links with academics and researchers that we noticed in countries like the UK and US.

People were very interested in NZ initiatives and all the workshops run by Kiwis were well-attended and received great feedback.

## Field Visits 12 – 18 June



Following the Conference several of the VASS member delegates took the opportunity to visit a range of community organisations in Scotland and London. Some of these opportunities came through the Conference itself, and others were arranged through our various networks prior to the trip.

The visits included:

- Quarriers, Glasgow
- Fair Deal, Glasgow
- LEAD Scotland, Edinburgh
- Serenity Café, Edinburgh
- MCCH Society, London
- Camden Society, London

Our discussions and visits had a specific focus on:

- Social enterprise development
- The personalisation of services and the impact it was having on individuals and organisations
- Innovative ideas, especially ones that provided employment and learning opportunities for disabled people.

## Quarriers

This organisation aims to support individuals to be in control of the support they need to live the life they choose, their way. It offers choice and flexibility about what support they need.

We were particularly interested in their personal planning processes, and how they use graphic facilitation with individuals, teams and groups of young people to set goals.

Quarriers also shared with us their participation strategy 2013 -15 aimed at making sure that voices are heard. The participation strategy has a whole systems approach to participation to affect change and improvement in their services. The areas of focus are culture, practice, structure and review.

<http://www.quarriers.org.uk/>



## Fair Deal

Services provided:

- Support to live at home
- Support to attend day services
- Community based respite
- Housing and support (like NZ Residential)
- Social and leisure opportunities
- Volunteering
- Help yourself grow

*Help Yourself Grow* was the main focus of our visit. It is a service that offers young people and adults with learning difficulties something different, a chance to develop and change their lives in accordance with their wishes and desires.

They showcased a community garden and shared plans for setting up a cafeteria in an affluent community. Both these initiatives demonstrated collaborative partnerships with local authorities and local organisations. Their models were based on people purchasing services through their individualised funding packages.

[www.fair-deal.org](http://www.fair-deal.org)

Note:

Glasgow has implemented Local Area Coordinators, based on the Western Australia Model, and similar to the New Model being trialled in Western Bay of Plenty.

## LEAD Scotland



Linking Education and Disability Scotland is a community organisation based in Edinburgh which provides a range of direct supports to disabled people throughout Scotland. It is funded by Education Scotland, the equivalent to our Ministry of Education.

Their purpose is to provide access to learning for people with additional barriers to learning which result in them being excluded from learning opportunities. This in turn impacts on their employment opportunities.

LEAD Scotland provides a range of services, including:

- A Helpline and information service for disabled people and disability services
- Advocacy and input into policy
- Hosting a national conference
- Business Development consultancy
- Learning Co-ordination

### **Learning Co-ordination**

The Learning Co-ordination service offers learning support and advice. It is a one to one, personalised service which places the Learner at the centre.

A Learning Co-ordinator will visit each person to determine their learning goals and how best to link the person with an appropriate learning opportunity. This may include:

- Advice and assistance in how to enrol in a course
- Finding and linking a person with a course that matches their goals or interests
- Finding ways to make courses accessible for people
- Computer loan

In instances where the person is not ready to access a course in the community LEAD Scotland will match them with a volunteer to help them meet their learning goals.

LEAD Scotland said that part of the programme's success is due to the outcome being employability not employment. This gives them the flexibility to find creative solutions and encourages people to give learning a go without fear of failure or the pressure of a goal they are not ready for.

### **Volunteers**

All volunteers must apply to LEAD Scotland and agree to take part in a vetting process. There is a comprehensive training package available for volunteers, which includes topics such as personal

safety, boundaries, assistive technology and transport. All volunteers must complete a one day induction process.

Volunteers are matched with people based on their area of expertise, skills and personal compatibility, and the learner has the final say on the selection of the volunteer. A volunteer agreement is then signed between all the parties, with expectations, learning goals, meeting times and timeframes clearly laid out.

### **How it works...**

#### ***Learner 1***

Learner 1 had an interest in astronomy and wanted to complete a short course at the local observatory. The observatory was not physically accessible for her and the course required people to complete an exam with essay-style questions. Her communication challenges meant that she was unable to speak or write. The volunteer who worked with this learner also had an interest in astronomy and was able to go through the course content with her and adapt the exam into yes/no questions.

#### ***Learner 2***

Learner 2 had experienced a significant brain injury which affected his speech and meant he had to discontinue his studies. A speech language therapist was working with him on his rehabilitation but was only able to work with him once a week. Progress was slow and he was getting frustrated. LEAD Scotland found a volunteer who was interested in language therapy. The Speech Language Therapist trained her so that she could work with the Learner during the week to practice and embed the learning from his therapy sessions.



### **Other learning...**

- Linking training and employment is especially successful for students with learning disabilities, and others who lack confidence in education settings.
- The Scottish government has bought the licence to Project Search
- Disabled people are under-represented as volunteers and LEAD Scotland and a union are involved in a pilot to improve this.

[www.lead.org.uk](http://www.lead.org.uk)

*Each individual must be free to fulfil his or her highest potential but this can happen only through membership of a community of a certain kind.*

### **the beloved community**

Martin Luther King

*A just community in which resources and power are distributed in such a way as to enable every individual to actualise their potential and in which every member respects and values every other member equally.*

## **Serenity Café**



Serenity Café in Edinburgh is run for and by people in recovery from addiction. It is supported by mental health provider, Comas, and operates as a social enterprise.

Comas is a Gaelic word meaning ability, and Comas describes itself as a social innovation charity using community development to help people find the solutions they need. They focus on developing communities between disconnected and isolated people and this is very much in evidence at Serenity Café.

The Café is in a great location just off Edinburgh's Royal Mile, which makes it a central place for people to meet. The café was established when Comas asked people recovering from addiction what would help them. They said having something to do and keeping busy was important in helping their recovery, as was support from their peers.

The Café is open 7 days and has 3 employed staff but is otherwise run by volunteers. There is a volunteer roster but the Café has a policy of not turning people away if they need something to do or a place to be. To deal with busy days the Café has developed the '100 Tasks Sheet', from which volunteers can choose a job to do. In exchange for volunteering, people receive vouchers for food and household products. People have said that this is actually better than money because it doesn't affect their benefit and is something they need.

A culture of sharing and exchange is part of the community ethos of Serenity Café. The Café also runs savings clubs, a second hand clothing exchange and people have access to a car if they need it. Sharing skills and experience with peers is also encouraged.

Comas looks for a unique set of skills in the staff that are employed in the café. Not only do they have to be good listeners, but they are also required to be good hosts and able to encourage peer support. The management of the volunteer roster requires both a high degree of organisation and high degree of creativity.

<http://www.comas.org.uk/>

## Camden Society

The Camden Society offers a wide range of services to over 600 people across London and Oxfordshire. Their Learning and Employment services enable people to get skills, qualifications, work experience, job placement and support to find a job depending on what they need. They have a range of businesses, including cafes, a garden centre and mailing business.

There are 10 café enterprises in total. Five are run as community cafes and focus on providing training opportunities for people with learning disabilities. The training programmes are fully-accredited and provide people with industry skills and employment experience. The other five cafes are fully commercial social enterprises and operate under the Unity Kitchen brand.

<http://www.thecamdensociety.co.uk/home>

## Unity Kitchens



Unity Kitchens has a very strong and professional brand, which clearly articulates both a social and environmental purpose. They describe this as:

- Supporting people with disabilities to get a chance, build a career and plan for a great future.
- Making good food affordable for local people, promoting healthy living and running the business on sound sustainability principles.

We visited the newest addition to the Unity Kitchen group, which is located in Queen Elizabeth Olympic Park in south-east London. The local area was substantially re-developed for the Olympic Games in 2012, and is still under-going development and rejuvenation. As part of the Olympic Games development a large park and children's playground was built and last year the council built a café on the site and put the lease of it out to tender. Unity Kitchens won the tender and has been running the café and events space for just on a year. Half of the employees, including kitchen porters, waiters and the 3<sup>rd</sup> chef in command, have a disability and there are two apprentices. Employees are paid the London Living Wage.

It was a calculated risk to take on the Olympic Park site, as the area was still under-going development and changing from an industrial area to a residential one. A large apartment complex was being built nearby, but had not yet been sold. There was good foot traffic, with families and school groups accessing the park and playground. However, the lease is at full market rates and foot-traffic to the park slows on wet days and over winter, affecting the Café's turnover. Staff are on flexible contracts to enable the Café to juggle rosters during busy and slow periods.

To develop the Unity Kitchen brand in 2009 Camden employed a Social Enterprise Service Manager with experience in the hospitality industry. The cafes' under the brand are expected to make a profit and professionalism and quality is essential. While margins are tight, and the hospitality industry is



very competitive, they have managed to develop a successful brand in a relatively short time. One of their main challenges has been finding experienced chefs and managers who also have the skills to train and support people with learning disabilities.

To learn more: [www.unitykitchen.co.uk](http://www.unitykitchen.co.uk)

## Unity Kitchen Café Apprenticeship Scheme



The Unity Kitchen Cafés are social enterprises run by the Camden Society in London. There are eight cafes, the first of which opened in 1985 as a community café offering training opportunities for people with learning disabilities.

There are now four Community Cafes operating, but they have been joined by another four cafés that operate on a purely commercial model. Half of the people employed in these cafes have a disability. They are paid at the London Living Wage and have a range of roles including wait staff, kitchen assistant and commis chef.

Unity Kitchens run an apprenticeship scheme for people with a learning disability. There is one intake per year and applicants always outweigh places available. The apprenticeship lasts for one year and during this time apprentices work at the cafes (for living wage) and also attend college to do course work for one day per week.

Run in partnership with Westminster Kingsway College, the apprenticeships are also accredited by the National Apprenticeship Service. The classroom-based training courses are accessible for people with learning disabilities. There are 'easy read' course materials and multi-media technology, and support from a learning buddy if needed.

Apprentices are not guaranteed a job at Unity Kitchens at the end of the apprenticeship, but are welcome to apply for a position if one is available. Camden Society's employment support service works with graduates to help them find work. 85% of graduate apprentices find full-time employment.

<http://www.unitykitchen.co.uk/home>



## Thera Group

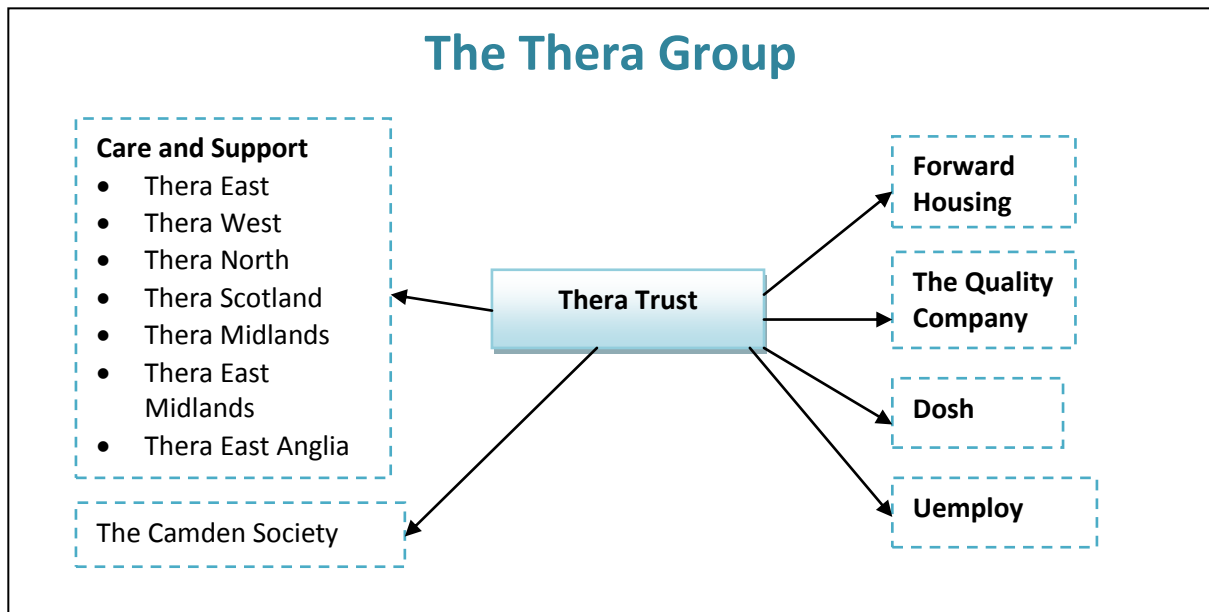
The Camden Society has recently joined the Thera Group, a group of companies supporting adults with learning disabilities to have control over their own life.

The partnership with Thera enables the Camden Society to maintain its own identity and brand, while gaining the advantage of being part of a larger organisation. Staff have not noticed any difference to their employment or the way the organisation runs.

The Thera Group began in 1998 as a small service supporting 5 people in Cambridgeshire. It grew quickly but recognised that getting too big would compromise its vision and way of working. For this reason they decided to set up a group of smaller companies which could maintain the vision and be locally directed and managed. Between 2005 and 2010 8 regional care and support companies were established, and four specialist companies.

One of the specialist companies is The Quality Company. The Quality team employs Assessors across the Thera Group to work with people to ensure they are being supported in the way they want and need. The Assessors are people with a learning disability, and they each have a partner to help them carry out visits and do the paper work.

The Group is led by the Thera Trust, which is a registered charity. It has four Directors, one of whom must be a person with a learning disability.



[www.thera.co.uk](http://www.thera.co.uk)

# UK Personalised Support System

The UK Government made a commitment to improving social care in 2007. A paper, titled Putting People First, outlined a vision for enabling individuals to live independently and have complete choice and control in their lives. It has become known as 'Personalisation', and not only refers to transforming social care services but to making universal services, such as transport, housing and education, accessible to all citizens.

As in New Zealand, the emphasis is on ensuring individuals are in the driving seat of building a system of care and support that is designed with their full involvement and tailored to meet their own unique needs. Individuals have access to their own budget and can decide how and where they wish to use that budget to meet their desired outcomes.

In 2012 the UK Government passed the Care and Support Bill, which places a duty on local authorities to ensure service users can access a diverse market of providers. This has seen a change in how services are purchased. Instead of purchasing services in bulk from available providers and fitting eligible service users into those that best meet their needs, local authorities must ensure the availability of a diverse range of high-quality services from which service users can choose.

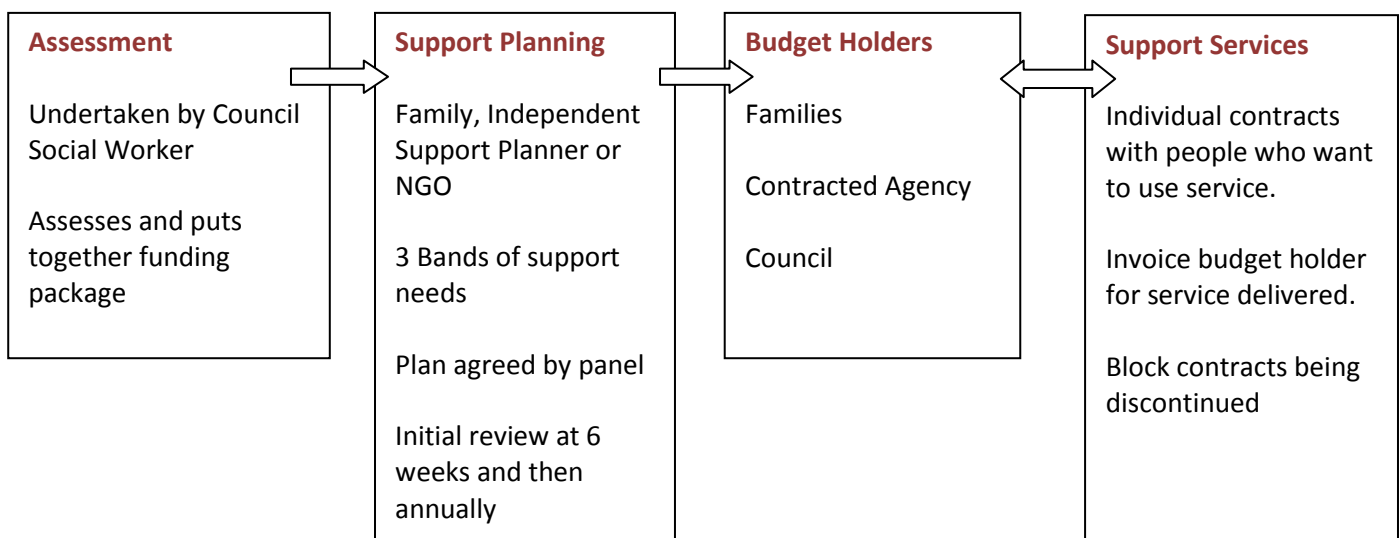
Personalisation also requires a change in approach from care providers. As councils devolve purchasing responsibility to service users, providers can no longer rely on block contracts with local authorities. Instead, councils are setting up framework agreements, under which providers are accredited to provide services of a particular quality at an agreed price but are not guaranteed business, as decisions on whether to use them rest with service users.

In Scotland the Self Directed Support Act Scotland 2013 came into force in March 2014 giving people a range of options regarding their social care. The Act requires local authorities to offer people four choices on how they access social care. The choices are:

- Through direct payment
- Support is directed by the individual
- Support is arranged by the local authority
- A mix of the above

## What it looks like...

Individual local authorities (Councils) are developing and implementing 'Personalisation' in their own ways. This is an example of how one Council is transforming their system.



The services that we visited, both in Scotland and England, were all at various stages of the system transformation. In some places the system transformation was being rolled out slowly, and people with high and complex needs were not being included in the initial stages.

In places where the implementation was underway there were some consistent challenges emerging:

- In general it was taking much longer to move all service users on to personalised supports than planned. Deadlines for discontinuing block contracts have had to be extended several times.
- Providers were unclear what would happen if a person wanted to change their plan prior to the review time, and in some cases scheduled reviews had not taken place.

## Personal Budgets

The feedback from services in Glasgow was that people are using their budgets to have better lives and more opportunities. They are exercising their ability to choose who supports them. Planning is particularly important in order for people to use their budgets effectively.

There were some issues identified that should be considered as we design a more personalised system in New Zealand. For example:

- Some people who have 'chosen' a number of different supporters find themselves with less budget as each time a different 'transaction' goes through the fund's manager takes a percentage.
- In Glasgow a number of Day Services had shut down. It was not clear what people were now doing during the day but residential providers had been caught in a position where they have people at home with nothing to do. Concern was expressed that people are at risk of being isolated and providers are 'internally creating' activities for people.
- While personalisation is not supposed to be a cost-cutting exercise, the fact that more people are being supported from the same funding 'bucket' means that personal budgets are effectively buying less than under the previous system

## Impact on Services

One of the biggest challenges for disability support providers had been the fact that the change to personalisation coincided with the introduction of the Government's austerity measures. Some of the providers we spoke to in England had experienced a 43% funding cut over two years. This was accompanied by a reduction in the number of contracts on offer and the introduction of competitive tendering.

In England providers affected by the Personalisation process had access to a Transformation Fund. This assisted them in a range of ways, including adapting and changing their systems, re-designing and tailoring their services, entering into collaborative ventures and marketing their services.

The impacts most frequently commented on were:

- The need to simultaneously focus on ensuring services and staff were able to transition to a person-directed way of working and taking a more strategic approach to the 'business' of service delivery.
- Many organisations had restructured and had reduced the terms and conditions for staff.

- Organisations were thinking carefully about what they could offer to people and what they could not.
- There was a greater demand from service users for support outside of usual business hours, i.e. evenings and weekends.
- New types of services were emerging including personal assistants, advocacy, brokerage and support planning.
- Greater involvement of service users in governance, service design and monitoring and evaluating services.
- The importance of being proactive in marketing and promoting services. A range of promotional activities were identified, including Information Days, marketing materials, open days, identifying referral points and building relationships with them, and upgrading websites.

### **Tendering processes**

Competitive tendering had had a significant impact on the community services sector. A number of smaller organisations had closed or merged with larger organisations. In some situations these mergers had been forced because one organisation's contract had been transferred to another organisation as the result of a tender process.

Tender processes were costly and time consuming. They often involved site visits, presentations and the compilation of lengthy documents.

Very large for-profit companies were often successful in tenders for employment services, in particular. One service we visited had lost a contract to a large company and was then sub-contracted back by this company to provide a much more limited service. They eventually gave up the sub-contract because the reduced level of service for people did not fit with their values and way of working.



## Social Enterprise

Social enterprise is well-established in the UK and there are a wide range of enterprise activities offered by community organisations. It has become increasingly popular as austerity measures and the discontinuation of block contracts impact on income levels.

The social enterprises we visited that were run by disability support organisations not only provided independent income for the organisation, but also provided training and employment for their service users. Where training was offered it could be funded, in some instances, through people's personal budgets. There is a strong emphasis on giving people the opportunity to learn marketable skills and gain the experience and confidence to transition into open employment.

The enterprises ranged from the Unity and Serenity Café's to Tuck by Truck, Growing Concern and property maintenance run by MCCH. They all shared that profit margins were tight, and that in some instances the enterprises had to be subsidised by the organisation.

Balancing social outcomes with sustainable business practices was an on-going challenge. Two organisations that we visited had recognised that their businesses were unlikely to be financially sustainable for some time but that the social impact was so great they were prepared to invest in the enterprise.

Personalisation was leading to new business opportunities for some organisations. One was considering franchising their model of support, and others were looking at adding new supports, such as Personal Assistants, that people could purchase with their personalised budgets.

One of the main differences between social enterprise in New Zealand and the UK was the level of support offered by government. In the UK local authorities will tender for services specifically from social enterprises. An example of this is the Unity Café located in the new London Bridge Council complex. When the Council complex was being built they tendered for a social enterprise to run a café that could cater for the 2000 staff who would be working in the new site. Unity Kitchens successfully bid for the contract, which is for 3-5 years. In return for not having to pay rent Unity Café agrees to keep food prices low for the Council staff.

# Community Development

Many of the innovative initiatives that we discussed at the conference and saw during our visits had community partnerships at their heart. Building connections and relationships in the community are essential if organisations want to work in a more collaborative and community-focused way.

## Connect

Kitchen Table wisdom...  
connections are made down the street,  
over coffee, in the café  
use the opportunities.

Conversation = buzz = awareness =  
behavioural change.

You need to enlist the old timers (long term staff, long time locals in a town, etc....) when trying to 'create' any 'Transitional Movement' and move a community forward.

*"If you bump into someone in your car – it's an accident, if you bump into them in the street – you get a connection"*

## Harness Community Assets

- We don't always see our assets ...  
People are assets too.
- Who are our target customers?
- What would they want?  
(not, what do we think they want)
- Take a systematic approach
- Invest in the group.....  
Increase skill development

## Collaborate

- Establish the trust first
- Then talk about the work
- Then work on a few small projects
- Review and refine
- Then once trust has grown talk about the big projects 😊

## Tell your story

Be a 'story catcher'

Use images (a picture is worth 1000 words)

Double check what your image is conveying, e.g street with no cars – a dead community!

Who do you want to tell your story to?

What can you do to make your community more marketable?

Develop the MESSAGE

Be strategic:

- develop action plans
- implement
- review

For a great story about community development check out the Hot Chocolate Trust: [www.hotchocolate.org.uk](http://www.hotchocolate.org.uk)